

# Research on High Quality Development of Talent Cultivation in Private Colleges and Universities

Jie Chen<sup>1</sup>, Xinya Jiang<sup>1,\*</sup>

<sup>1</sup>Shanghai Aurora Vocational College, Shanghai, CO 201908, China

\*Corresponding author: Xinya Jiang (Email: xy.jiang@aurora-college.cn)

## Abstract

Private colleges and universities take the quality of talent training as the core pursuit, emphasize the concept of "advance recognition of change, innovation and change", and realize their high-quality development through the practice of "quality and equivalence, mode and difference". However, in the process of high-quality construction of private colleges and universities, there are five challenges and five opportunities. This paper intends to clarify and explore the solution to the governance problems of private colleges and universities, in order to provide reference for the high-quality development of private colleges and universities. At the same time, the government calls on the competent authorities to strengthen the support for all aspects of private colleges and universities, create a healthy ecological niche for the high-quality development of private colleges and universities, and jointly realize the construction of a strong education country.

## Keywords

Quality of talent training; private university; integration of industry and education; governance of private university.

## 1. Introduction

Since the reform and opening up, private higher education has developed vigorously and has become an important part of the higher education system. In 2002, the Law of the People's Republic of China on the Promotion of Privately-run Education was promulgated, which proposed that "... privately-run schools and public schools have the same legal status, and the state guarantees the autonomy of privately-run schools.... ". The legitimacy of private colleges and universities has been consolidated, and it has been recognized by all sectors of society. It has played an irreplaceable role in promoting the popularization and popularization of higher education, increasing educational opportunities and promoting educational equity. By 2023, there were 789 private colleges and universities in China, accounting for 25.67% of the total number of colleges and universities in China. There were 9.9438 million private college students, 694,900 more than the previous year, accounting for 26.34% of the national ordinary and professional college students[1].

However, with the deepening of the popularization of higher education, the social demand for higher education is changing from "learning" to "learning", and private universities are also facing the pressure of transformation from scale expansion to connotative development. The quality of talent training is the lifeline of the survival and development of colleges and universities, and also the key to the sustainable development of private colleges and universities. In recent years, the state has issued a series of policy documents to encourage and support private colleges and universities to improve the quality of running schools and cultivate application-oriented, compound and innovative talents. However, compared with public colleges and universities, private colleges and universities still have large gaps in terms

of teachers, school funds, and quality of students, and the quality of talents faces many challenges in training.

In this context, it is of great theoretical and practical significance to explore the quality of talent training and the governance of private colleges and universities, in order to provide reference for the high-quality and high-quality development of private colleges and universities.

## 2. The Quality of Talent Training Is the Core Pursuit of Private Colleges and Universities

After more than 40 years of development, the scale gradually increased, nearly ten years is the rapid development, in 2003, the 810000 [2], in 2023, the national total of private colleges and universities increased 4.5 times, private ordinary, professional this specialized subject students increased 12 times, its educational status and talent training quality has been the recognition of parents and students. But it was also found that, To improve the quality of talent training in private colleges and universities, In 2019, the Ministry of Education promulgated the National Implementation Plan of Vocational Education Reform (referred to as "Vocational Education 20 Articles"), "... It is clear that vocational education and general education are two different types of education, On the basis of having equal importance... ", In combination with the relevant policy documents, In particular, in January 2025, the CPC of the CPC Central Committee and the State Council issued the Outline of the Plan for Building a Strong Education Country (2024-2035), Need to do advance knowledge of change, Accurate recognition of the change; Positive response, Active search for change, Innovation and change; Concept of the same frequency resonance, quality and other quality and equivalence, Patterns and while different.

Advance to recognize the change, accurately recognize the change. Such as since September 2023 "new quality productivity", social enterprises and institutions at all levels, the demand for talent has changed, due to the talent training cycle basic 3-4 years, many private universities identify change in advance, the enrollment directory of science and engineering by less than 30%, increased to nearly 50%, reduce the enrollment of social science and liberal arts, meet the future enterprise demand for "new quality productivity" talent.

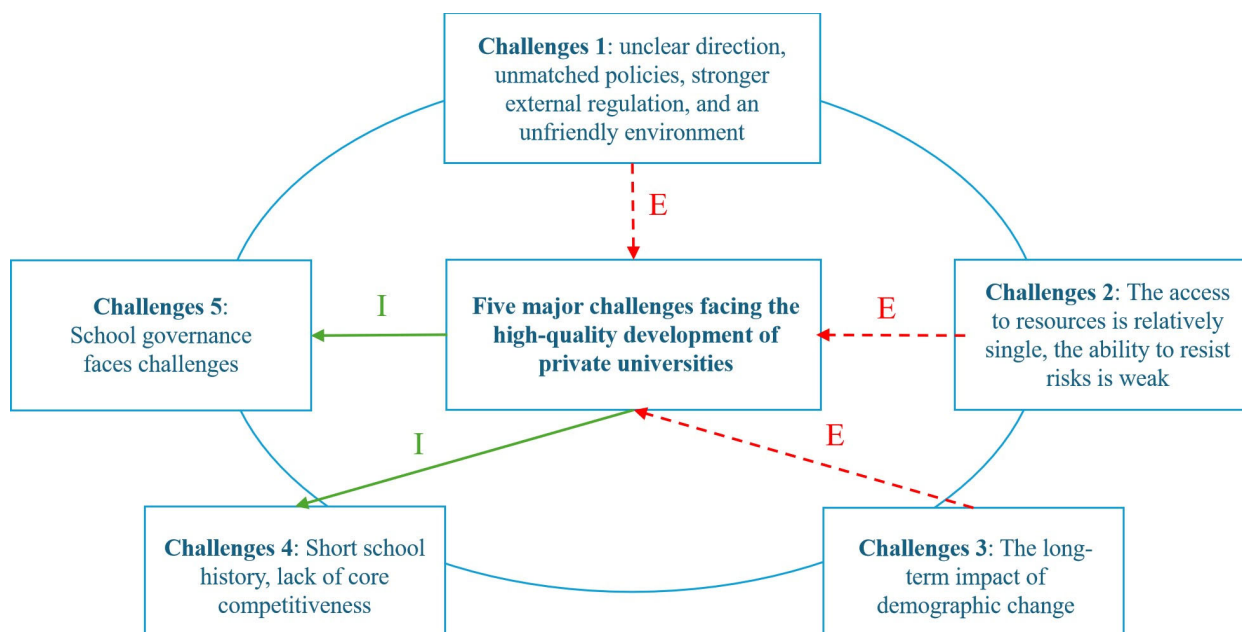
Active response, active change, innovation and change. Such as 2024 high-speed iteration of artificial intelligence large semantic model, private universities have gradually in general courses or elective courses to join "introduction to artificial intelligence", "general artificial intelligence" and other related courses, and innovation to apply artificial intelligence to classroom guide, homework or case analysis in the teaching process, improve the quality of talent training.

The concept of the same frequency resonance, quality, quality and different. For example, the core pursuit of private colleges and universities is the quality of talent training. Through the "1 + N" certificate program, "graduation certificate + " N ", at least" graduation certificate, national job skills, integration, private colleges and public universities have "concept resonance, quality and other qualities".

However, due to the different mechanisms and systems, private colleges and universities and public colleges and universities are "harmonious but different". The two types of education are public welfare college education, but the management mode, funding sources, fee standards and other aspects are different, leading to many aspects. In the national university construction, all "double first-class" universities are public universities; only 1 private vocational college in 100 backbone vocational colleges and 100 demonstration higher vocational colleges; in the comprehensive evaluation of 663 newly applied undergraduate universities, only 5 private universities in the top 100 [3], the high quality development of private universities still faces many challenges.

### 3. The Challenge of High-quality Development of Private Colleges and Universities

With the development of China's social and economy and meeting the people's different needs for various types of higher education, private colleges and universities have developed rapidly, and private colleges and universities also regard the quality of talent training as the core of their development. However, at the present stage, they still face five challenges of "3E2I" (i. e., three external factors External factors and two internal factors Internal factors).



**Figure 1.** The development of private universities in higher vocational colleges faces five major challenges

#### 3.1. Challenges 1: unclear direction, unmatched policies, stronger external regulation, and an unfriendly environment

According to the Statistical Bulletin of National Education Development in 2021, there are 764 private universities, including 390 ordinary undergraduate schools, 22 undergraduate vocational schools, 350 higher vocational colleges (junior college) schools, and 2 adult universities [4]. In addition, according to the statistical data of "Chenghua Education Think Tank" in October 2022, there are 17 registered for-profit private colleges and universities in China, of which 4 are ordinary undergraduate schools and 13 are higher vocational colleges. Accordingly, the number of private colleges and universities registered as for-profit schools only accounts for about 2% of the total number of private colleges and universities [5]. The direction of "non" choice in private universities is still unclear.

Although the people promote the law and the local regulations for private colleges and universities, but most of the land, tax and related welfare policy mainly applies to non-profit universities, such as non-profit private colleges and universities in government subsidies, government purchase services, fund reward, donated incentives, land transfer, tax breaks, etc, for for-profit colleges and universities can only through the government purchase services, tax preferential support. At the same time, although non-profit colleges and universities have been supported by the government, this policy supply mode fails to fully take into account the differences between private colleges and universities in running philosophy, development goals, resource allocation and other aspects, resulting in the poor effect of policy

implementation [6]. All kinds of relevant policies are unclear, the lack of supporting policies, aggravating the challenge of high-quality construction of private colleges and universities.

Private colleges and universities should not only increase investment in the quality of talent training, including training objectives, major setting, course content, but also meet the standards in campus environment, facilities and personnel allocation, but also run schools in accordance with the government's strict rules and regulations, and accept regular assessment and inspection in operation. The investment demand of the standardized private colleges and universities is huge, and the investment profit cycle is long. Generally speaking, a private colleges and universities that meet the standards and requirements in all aspects and carry out diploma education need to invest hundreds of millions of dollars. After about 10 years of construction period and a certain scale, they can withdraw a small amount of return [7] from the balance of the school. The strong external supervision and the unfriendly environment also challenge the high-quality development of private colleges and universities.

### **3.2. Challenges 2: The access to resources is relatively single, the ability to resist risks is weak**

Some scholars studied the sources of education funds of 38 private colleges and universities, and found that tuition income accounted for 82% or more of the total income of the school [8]. The vast majority of private colleges and universities have a single channel for obtaining education funds and basically rely on tuition fees. However, with the increase of the cost of running schools and the requirements for the improvement of the quality of talent training, for-profit private colleges and universities obtain school funds by raising tuition fees, and the tuition fees increase year by year, which eventually becomes a "high" tuition fees for parents and students, which increases the uncertainty of their enrollment and weakens their ability to resist risks. For non-profit schools, although the government subsidies, government purchase and other support, but due to a variety of formalities and examination and approval, and rules the tuition fees, should through the market reform pilot, gradually implement market regulation, specific policy by the people's government at the provincial level according to the cost and the local public education security degree, the private school development factors. That is, in other words, the tuition price increase needs the support of relevant supporting policies, and the source growth of tuition fees is limited, which also leads to the weak anti-risk ability of some non-profit private universities.

### **3.3. Challenges 3: The long-term impact of demographic change**

China's population structure will turn an inflection point in 2022, and the natural population growth rate has seen negative growth for the first time since 1962, at -0.6 ‰. The growth rate of the total population has slowed down significantly, and the 14th Five-Year Plan period will enter a negative growth stage of [9]. Due to the volatility of the birth curve, the higher education school-age population will continue to grow over the next decade and see a rapid decline after aking in 2034. Considering the competitive advantage of public colleges and universities, the enrollment crisis of private colleges and universities will come faster. The decrease in the size of the school-age population in higher education will make the future living environment of private universities that rely on tuition income more difficult [10].

For the private universities, on the one hand, we should deal with the impacts and challenges in the future, we should also grasp the last "window period" of the school-age population in higher education, use the last wave of demographic dividend to deepen reform, accelerate development, consolidate internal work and build strong advantages.

### **3.4. Challenges 4: Short school history, lack of core competitiveness**

As an important part of China's higher education system, private colleges and universities have made remarkable development in recent years, but they have a relatively short history and are

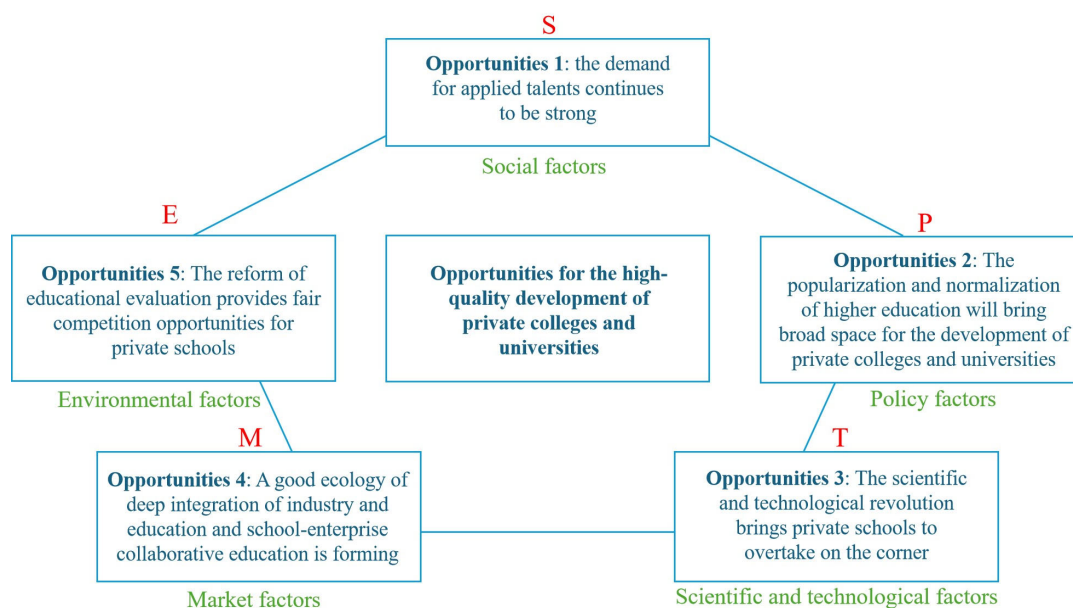
generally faced with the lack of core competitiveness. From the perspective of running time, most of the private colleges and universities were established after the 1990s. Compared with the accumulation of public colleges and universities, the private colleges and universities have obvious gaps in academic tradition, cultural heritage and social reputation. From the perspective of faculty, private colleges and universities are often difficult to attract high-level academic leaders, and the faculty forms "two ends", that is, young teachers and part-time teachers are mainly graduated, and their scientific research ability and teaching experience are relatively weak, which directly affects their teaching quality and academic influence. In addition, the discipline construction of private colleges and universities is still in the initial stage, lacking of characteristic disciplines and competitive majors, so it is difficult to form differentiated competitive advantages. Finally, in terms of resource input, private colleges and universities mainly rely on tuition income and social capital, and the stability of the capital chain is poor, which leads to their restrictions in infrastructure construction, scientific research platform construction and international exchanges and cooperation.

### **3.5. Challenges 5: School governance faces challenges**

The school governance of private colleges and universities faces multiple challenges, which are not only derived from its unique school-running system, but also closely related to the limitations of its development stage. First of all, in terms of governance structure, private colleges generally adopted under the leadership of the board of the principal responsibility system, but due to the board of directors constitute complex, often including investors, education managers and social stakeholders, lead to the decision-making process prone to uneven distribution of power, conflict of interest, affect the governance efficiency. Secondly, the governance mechanism of private colleges and universities is not perfect, and there is a lack of scientific and standardized management system, especially in the financial transparency, teaching quality monitoring and the protection of teachers' rights and interests, there may be system loopholes. Thirdly, because the running funds of private colleges and universities mainly rely on tuition income and social capital, their governance behavior is easy to be affected by marketization, and there may be excessive pursuit of economic benefits while ignoring the public welfare of education. Finally, private colleges and universities are also faced with the imbalance of academic power and administrative power in their internal governance. The role of academic governance institutions such as academic committees has not been fully played, leading to certain restrictions on academic freedom and academic innovation.

## **4. Opportunities for the High-quality Development of Private Colleges and Universities**

With the high-quality development of China's economy and society and the deepening of higher education reform, private colleges and universities have ushered in unprecedented development opportunities. According to the different opportunity factors, they are summarized as "SPTME", which provides important support for the high-quality development of private colleges and universities.



**Figure 2.** Five opportunities for the high-quality development of private colleges and universities

#### 4.1. Opportunities 1: the demand for applied talents continues to be strong (social factors)

Compared with the late start and weak development of private universities, we should seize the opportunity of the continuous growth of applied talents in the transformation and upgrading of economic structure and the rapid development of emerging industries. At present, the upgrading of traditional industries and the rise of emerging fields have put forward higher requirements for applied talents with practical ability, technical skills and innovative spirit. Especially in the fields of intelligent manufacturing, information technology, modern service industry and other fields, enterprises are in a particularly urgent demand for applied talents who can quickly adapt to the job needs and solve practical problems. With their flexible school-running mechanism and advantages close to market demand, private colleges and universities can quickly respond to this trend, and cultivate practical talents in line with the needs of society by optimizing professional setting, strengthening practical teaching and deepening the integration of industry and education.

#### 4.2. Opportunities 2: The popularization and normalization of higher education will bring broad space for the development of private colleges and universities (policy factors)

China's private higher education resumed at the beginning of the reform and opening up, after more than 40 years of development, the scale has been continuously expanded, the types have been gradually enriched, and the structure has been continuously optimized [11].

With the acceleration of the popularization and modernization of higher education in China, private colleges and universities have ushered in unprecedented opportunities for development. First, the implementation of the policy of popularizing higher education has greatly increased the demand for higher education resources, while the capacity of public universities is limited, so it is difficult to fully meet the social needs. As an important part of the higher education system, private colleges and universities can effectively make up for the shortage of resources of public colleges and universities and provide more opportunities for the society to receive higher education. The national policy clearly encourages social forces to participate in running schools, which provides policy support and institutional guarantee for the rapid development of private colleges and universities. Second, the goal of the

modernization of higher education has pointed out the development direction for the private colleges and universities. The state has adopted a series of policy documents, such as The Modernization of Chinese Education 2035 and the 14th Five-Year Plan for Education Development, to promote the overall improvement of the quality, structure, efficiency and fairness of higher education. Private colleges and universities can use policy dividends to optimize school conditions, improve the quality of teaching, promote the construction of information and intelligent campus, and gradually realize modern transformation.

#### **4.3. Opportunities 3: The scientific and technological revolution brings private schools to overtake on the corner (scientific and technological factors)**

In August 2013, WuHeQuan academician for the first time in the China Internet conference proposed "big wisdom move cloud" (big data, intelligent, mobile Internet and cloud computing) era, along with the development of emerging technologies such as Internet of things, block chain technology, the rise of artificial intelligence technology, "big wisdom move cloud area" era has come, science and technology revolution to private universities corner overtaking opportunities.

With their flexible system and mechanism and rapid response ability, private colleges and universities can absorb and use these cutting-edge technologies more efficiently, so as to achieve breakthroughs in education and teaching, management efficiency and scientific research innovation. By introducing intelligent education platform, virtual reality (VR), augmented reality (AR) and other technologies, private colleges and universities can create an immersive and personalized learning experience to improve the teaching effect and student participation. At the same time, the rapid development of online education provides a new way for private colleges to expand their educational resources and coverage, enabling them to break through regional restrictions and attract more high-quality students. Many private colleges and universities have launched the intelligent campus management system and enrollment and employment platform system, through big data technology, reduce operating costs, improve management efficiency, and through data analysis, accurately match the needs of students, and improve the student satisfaction rate.

#### **4.4. Opportunities 4: A good ecology of deep integration of industry and education and school-enterprise collaborative education is forming (market factor)**

The national policy strong support provides an institutional guarantee for the integration of industry and education. In recent years, the state has issued a series of policy documents, such as "Several Opinions on Deepening the Integration of Industry and Education" and "Implementation Measures for the Construction of Enterprises integrating Industry and Education (Trial)", to encourage universities to establish long-term and stable cooperative relations with enterprises. Private colleges and universities can jointly build industrial colleges, practical training bases and research and development centers with leading enterprises in the industry to realize resource sharing and complementary advantages, and improve the quality of talent training and social service ability. At the same time, the improvement of the market mechanism has also created a good external environment for the deep integration of industry and education and the school-enterprise collaborative education. By participating in the whole process of talent training, enterprises can not only obtain high-quality talents that meet their own needs, but also promote the development of enterprise talent training and technological innovation with the help of the teachers and scientific research forces of private universities. Private colleges and universities can obtain funds, equipment and technical support through school-enterprise cooperation to improve the conditions and enhance the vitality of running schools. Private colleges and universities should seize this opportunity, deepen the cooperation

with enterprises, build a talent training mode with the integration of industry, university, research and application, provide strong talent support for economic and social development, and realize their own high-quality development.

#### **4.5. Opportunities 5: The reform of educational evaluation provides fair competition opportunities for private schools (environmental factors)**

In recent years, the deepening reform of China's education evaluation system has created a more level playing field for private colleges and universities and provided important opportunities for development. Traditional education evaluation system often relies too much on a single index, such as the number of scientific research papers or school ranking, which leads to the disadvantage of private universities in terms of resource acquisition and social recognition. With the release of the Overall Plan for Deepening the Reform of Education Evaluation in the New Era in October 2020, it is pointed out that "Adhere to overall planning, classify and design and make steady progress according to the characteristics of different subjects and different students and different types of education, and enhance the systematization, integrity and coordination of the reform...". The education evaluation system is changing towards the direction of diversification and science, paying more attention to the quality of talent training, social service ability and characteristic development. Private colleges and universities can gain more recognition in the evaluation system by highlighting the training of applied talents, the integration of industry and education, and their contribution to serving the local economic development. This diversified evaluation standard provides a platform for private colleges and universities to compete with public colleges and universities, and helps to enhance their social reputation and attraction. The reform of education evaluation also emphasizes social participation and third-party evaluation, which provides more opportunities for private universities to show their educational achievements. By introducing industrial enterprises, social institutions and other multiple parties to participate in the evaluation, private colleges and universities can better reflect the social adaptability and practicability of their talent training, so as to obtain more social support and resource input.

### **5. The Governance Problem of Private Colleges and Universities Is Planned to Be Solved by The Path**

#### **5.1. Strengthen the school governance capacity and governance system construction**

In the internal governance of private colleges and universities, there are often problems such as the lack of directors and operation procedures of directors, the imperfect internal supervision mechanism, the power and responsibility boundary of power subjects not clear enough, and the weakened role of teachers and students in the process of internal governance [12].

Strengthening school governance capacity and governance system construction is the key path for private colleges and universities to achieve high-quality development. Firstly, optimize the structure of the board of directors and standardize its operation mechanism; second, the internal management system should be established and improved, especially in the aspects of financial transparency, teaching quality monitoring and protection of teachers' rights and interests; third, the private colleges should strengthen the academic governance, give full play to the role of the academic committee and other institutions to ensure the academic freedom and innovation; and guarantee the interests and needs through the form of student congress, teaching congress and staff directors.

## **5.2. The operation and management of the school brand lies in the operation and communication, and the core is the quality**

Brand construction has become the first choice of the development of higher vocational colleges competitive optimal [13], and 2023 higher vocational colleges in private colleges, as a private college brand construction of private college group board, school leaders and related stakeholders, should pay more attention to the school brand construction, competitive optimal development, as a systematic project as a whole.

Operation is the key. The brand management of private colleges and universities should be based on industrial demand and regional economic development, differentiated construction with various universities in the region, clear brand positioning, formulate long-term development strategy, optimize resource allocation and establish an efficient internal management system. Through refined operation, private colleges and universities can ensure the consistency of brand building and school-running goals, improve the efficiency of resource utilization, and provide sustainable power for the accumulation of brand value.

Focusing on communication. The brand communication of private universities plays a key role in enhancing the popularity and reputation of the school. Private colleges and universities need to build diversified communication channels, and use social media, official websites, academic conferences, competition organizations, social services, media reports, etc., to build a comprehensive brand communication system. By telling good school stories, displaying its achievements and spreading distinctive culture, the school can enhance its social identity and attract high-quality students and teachers.

The core is quality. The quality of talent training is the foundation of the brand construction of private universities, including the construction of specialty majors, high-level teachers, high-quality teaching level, convertible scientific research results, and the vocational ability of compound students, etc., which are the core competitiveness of the school brand. Private colleges and universities need to continuously improve the quality of talent training and consolidate the internal foundation of brand "specialization, specialization and differentiation", so that the school brand can remain invincible in the fierce competition.

## **5.3. Concentrate limited resources, take the quality of talent training and management system as the starting point, do something, do something, give me as the main, and use it for me, and lay a solid foundation for the distinctive high-quality development of the school**

Due to the single source of funds, private colleges and universities need to concentrate limited resources to carry out quality construction, that is, the quality of talent training and management system. Will be crucial in talent training quality, such as "new hardware infrastructure" (gold professional, gold, gold textbooks, gold, gold base) as a gripper, the management system quality such as "standardized certification" (professional certification standards) as an index, through targeted ", not", "is given priority to with me, use", reveal the private colleges and universities in the construction of different regional economic differentiation, for the school has characteristic high quality development build a foundation.

## **5.4. Under the background of classified management of private education, there are many stakeholders, emphasizing diversified co-governance (the fourth generation evaluation concept) and attaching importance to risk control (quality management concept)**

Focusing on the future vision of the university, strengthen the university operation and management, strengthen the governance system and governance capacity building.

When discussing the solution to the governance problem of private colleges and universities, a core strategy is to implement the multi-governance mode under the background of classified management of private education. In view of the diversity of stakeholders in private colleges and universities, we should actively learn from the fourth-generation evaluation concept, and emphasize the participation and joint governance of the government, schools, society, students and parents. For example, a regular communication and consultation mechanism should be established, regular stakeholder meetings should be held, an information sharing platform should be built, and a special liaison agency or committee should be set up to coordinate the interests of all parties and promote effective exchanges and cooperation. At the same time, a third-party evaluation agency can be introduced to conduct a comprehensive evaluation of the school's running quality, management level and social benefits, so as to provide a scientific basis for governance decision-making.

Under the concept of quality management, more attention to risk control to build a comprehensive risk early warning and response mechanism. For example, some private colleges and universities have established a ISO9001 quality management system, which can not only realize the whole-process control of school risk management, but also strengthen the operation and management level of private colleges and universities, and strengthen the construction of governance system and governance capacity. At the same time, through the implementation and assessment of the quality management system, realize the fine management of the school internal governance, and finally "cost reduction and efficiency", that is, "cost" and "human efficiency" and "financial efficiency" increase.

### **5.5. Promote the deep integration of Party building and the development of schools, and lead the high-quality development of schools with high-quality Party building**

As an important part of China's higher education system, the governance modernization of private colleges and universities needs to give full play to the political core role of the Party organization, and deeply embed the party construction into the whole process of school governance. The governance of private colleges and universities in the new era should follow the requirements of the Law on the Promotion of privately-run Education, build the system and mechanism of coordinated governance between the Party organization, the board of directors and the administrative level, and ensure that the Party organizations play the political guidance and value-oriented functions in the key links such as major decision-making, teachers' ethics construction and talent training through institutional arrangements. Efforts should be made to improve the institutional framework of "two-way entry and cross-appointment", promote party committee members to enter the decision-making level of schools, establish a list of powers and responsibilities for Party organizations to review major matters concerning running schools, and realize the organic connection of Party building work with strategic planning, discipline construction and teaching reform. At the same time, it innovates the carrier of the integration of party building and business, strengthens the combat effectiveness of grass-roots organizations through the "double leaders" cultivation project, realizes the resonance of value guidance and professional education by relying on the ideological and political construction, and builds the vanguard post of party members through the industry-university-research platform to promote the transformation of scientific research achievements. This deep integration mode can not only ensure the socialist direction of running schools, but also optimize the governance structure and stimulate the vitality of running schools by releasing the efficiency of party building, and finally form a benign ecology in which party building and cause development promote each other, and provide institutional guarantee and practical path for improving the core competitiveness of private colleges and universities.

## 6. Appeal to Education Authorities and Trade Associations

In order to further strengthen the guidance of party building, give play to the positive role of education and teaching evaluation, promote the high-quality development of private colleges and universities, and make contributions to the application of private colleges and universities for the construction of a strong education country, suggestions:

1. Pay more attention to the party building and ideological and political work in private colleges and universities, care for the party and government leading cadres and grassroots Party affairs workers in private colleges and universities, and ensure that they enjoy the same treatment as public schools in terms of political rights, award evaluation and evaluation, project application, quota allocation, financial support, official document reading and other aspects.
2. We will introduce a plan for the construction of high-level national private colleges and universities, encourage private colleges and universities to promote the deep integration of Party building with the development of school undertakings, promote the high-quality development of school undertakings with high-quality Party building, and make new contributions to accelerating the building of a strong educational country.
3. Effectively strengthen the autonomy of private colleges and universities in running schools, and carry out pilot trials in private colleges and universities centering on the setting of applied undergraduate majors, master's degree units and academic authorization, vocational and general integration, integration of industry and education, science and education, and education for the elderly.
4. In the evaluation and rectification review of undergraduate education and teaching, avoid multiple administration, standardized and unified index system and caliber, and private colleges and universities are encouraged to make full use of retired teachers, industry experts and enterprise mentors according to the orientation of running schools, and give full play to their prominent role in the training of applied talents. In response to our country quickly into the aging society, with good gradually into the peak public college retired teachers the precious human resources, suggested to speed up the Ministry of Education &quot;silver age teachers plan&quot; in private universities, priority to local retired teachers into the &quot;silver age teachers plan&quot;, implement in situ transformation, in order to obtain important early harvest.
5. The people promote the law and its implementation regulations supporting documents, further clarify the universality of non-profit private colleges and universities financial support, etc., as soon as possible for for-profit private colleges in tax incentives, related party transactions, balance distribution of supporting policies, guarantee for-profit private colleges and universities in competitive projects of equal qualification and treatment. We will encourage private colleges and universities to innovate talent training models and train more high-quality applied talents for national and regional economic and social development.
6. Effectively protect the legitimate rights and interests of teachers and students granted by the Civil Promotion Law and its implementation regulations, eliminate the unfair treatment such as discrimination and differential treatment; avoid the excessive compulsory use of the legal name of for-profit private universities on the rights and interests of teachers and students. Starting from the aspects of establishment, social security and pension benefits, we will strengthen the financial subsidies for the construction of teachers in private colleges and universities, and prevent the flow of teachers with high education and professional titles to public colleges and universities by policy.

## 7. Conclusions

With the deepening of the popularization of higher education, the social demand for higher education is changing from "learning" to "learning", and private universities are also facing the pressure of transformation from scale expansion to connotative development. The quality of talent training is the lifeline of the survival and development of colleges and universities, and also the key to the sustainable development of private colleges and universities.

This article proposes five challenges and five opportunities further to clarify and explore the solution to the governance problems of private colleges and universities, in order to provide reference for the high-quality development of private colleges and universities, which is of great theoretical and practical significance to explore the quality of talent training and the governance of private colleges and universities and provide reference for the high-quality and high-quality development of private colleges and universities.

## Acknowledgements

This work was supported by Innovation Plan Project for Ideological and Political Work of Shanghai Private Colleges (No. 2024C006).

## References

- [1] Bi Hongmei. Ideological and political education in the perspective of globalization [M]. Beijing: China Social Sciences Press, 2006.
- [2] 2023 National Education Development Statistical Bulletin [EB/OL]. (2024-10-24). [http://www.moe.gov.cn/jyb\\_sjzl/sjzl\\_fztjgb/202410/t20241024\\_1159002.html](http://www.moe.gov.cn/jyb_sjzl/sjzl_fztjgb/202410/t20241024_1159002.html).
- [3] 2003 National Statistical Bulletin of Education Development [EB/OL]. (2004-05-27). [http://www.moe.gov.cn/jyb\\_sjzl/sjzl\\_fztjgb/tnull\\_3570.html](http://www.moe.gov.cn/jyb_sjzl/sjzl_fztjgb/tnull_3570.html).
- [4] Wang Yitao, Liu Xu, Jin. The Historical Tracing and Trend Prospect of Private Higher Education in China [J]. Journal of Zhejiang Shuren University, 2024,24 (03): 1-9.
- [5] 2021 National Education Development Statistical Bulletin [EB/OL]. (2022-09-14). [http://www.moe.gov.cn/jyb\\_sjzl/sjzl\\_fztjgb/202209/t20220914\\_660850.html](http://www.moe.gov.cn/jyb_sjzl/sjzl_fztjgb/202209/t20220914_660850.html).
- [6] Key points and difficulties of profit-making selection of private colleges and universities [EB / OL]. (2023-03-16). <https://www.163.com/dy/article/HVVM59DS0518RSPT.html>.
- [7] Chen Lei, Tong Jie. Research on the development trend and policy supply of private universities in Guangdong Province [J]. Science and Education Guide, 2024,(27):12-16.DOI:10.16400/j.cnki.kjdk.2024.27.004.
- [8] Pan Mao-yuan, don't Dunrong, Shi Meng. On the public welfare and profit of Private colleges and universities [J]. Educational Research, 2013,34 (03): 25-34.
- [9] Liu Guowei. Research on the funding sources for Private Higher Education [J]. Education and Modernization, 2003, (03): 68-73.
- [10] Write a new chapter of population work in the new era [EB/OL]. (2022-08-01). [http://www.qstheory.cn/dukan/qs/2022-08/01/c\\_1128878530.htm](http://www.qstheory.cn/dukan/qs/2022-08/01/c_1128878530.htm).
- [11] Dong Shengquan foot, Yellow River. Functional orientation and transformation path of private universities in the construction of education power —— Macro environment analysis based on PESTEL model [J]. Journal of Zhejiang Shuren University, 2024,24 (06): 12-21.

- [12]Zang Yanyan, Xu Xinglin. The dilemma and breakthrough of the internal governance of private colleges and universities from the theoretical perspective of stakeholders [J]. Heilongjiang Higher Education Research, 2021,39(08):38-44.DOI:10.19903/j.cnki.cn23-1074/g. 2021.08. 007.
- [13]Jiang Xinya, Wang Shunming, Chen Guangshu. Thinking and practice of brand building in higher vocational colleges under the cooperation of "naming" between industry and school [J]. Vocational and Technical Education in China, 2017, (18): 78-81.